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NAVAL POSTGRADUATE SCHOOL

MONTEREY, CALIFORNIA

MBA PROFESSIONAL REPORT

**Building a Capabilities Network to Improve Disaster Preparation
Efforts in the European Command (EUCOM) Area of Responsibility**

**By: Charles E. Daniels III
December 2012**

**Advisors: Aruna Apte,
Marco DiRenzo**

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**BUILDING A CAPABILITIES NETWORK TO IMPROVE DISASTER
PREPARATION EFFORTS IN THE EUROPEAN COMMAND (EUCOM) AREA
OF RESPONSIBILITY**

Charles E. Daniels III, Lieutenant, United States Navy

Submitted in partial fulfillment of the requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION

from the

**NAVAL POSTGRADUATE SCHOOL
December 2012**

Authors:

Charles E. Daniels III

Approved by:

Aruna U. Apte, Lead Advisor

Marco DiRenzo, Second Reader

William R. Gates, Dean
Graduate School of Business and Public Policy

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BUILDING A CAPABILITIES NETWORK TO IMPROVE DISASTER PREPARATION EFFORTS IN THE EUROPEAN COMMAND (EUCOM) AREA OF RESPONSIBILITY

ABSTRACT

United States European Commands (EUCOM) website states that the breadth of responsibility across 51 countries can factor significantly into partnering opportunities and challenges. In order to understand this responsibility, this research analyzes the capabilities of 25 non-governmental organizations in EUCOM's area of responsibility (AOR). Each organization is evaluated in six areas: mission/primary focus, capabilities, religious affiliation, training, and whether or not the organization liaisons with the military. The goal of the project is to develop an analysis to assist EUCOM decision makers in mitigating the duplication of efforts and ensure resources are coordinated and distributed efficiently during disaster-relief efforts. The research also analyzes mission sets of each organization: Disaster relief and preparedness, food security/nutrition, water and sanitation, medical care and supplies, economic development/livelihood, and focus on women and children.

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LIST OF ACRONYMS AND ABBREVIATIONS

ACT	Action by Churches Together
ADRA	Adventist Development Relief Agency
AFRICOM	Africa Command
AOR	Area of Responsibility
CENTCOM	Central Command
CFI	Child Fund International
CI	CARE International
CRS	Catholic Relief Services
CWS	Church World Services
DoD	Department of Defense
DP	Disaster Preparedness
DRR	Disaster Risk Reduction
ECHO	European Community Humanitarian Office
EMC	Emergency Medical Care
EUCOM	European Command
HADR	Humanitarian Aid and Disaster Relief
ICRC	International Committee of the Red Cross
IFRC	International Federation of the Red Cross
IOCC	International Orthodox Christian Charities
IRC	International Rescue Committee
IRT	International Relief Teams
MCC	Mennonite Central Committee
MSF	Mèdicins Sans Frontières/Doctors without Borders
NATO	North Atlantic Treaty Organization
NGO	Non-Governmental Organization

NORTHCOM	Northern Command
NPA	Norwegian People's Aid
NRC	Norwegian Refugee Council
PACOM	Pacific Command
SOUTHCOM	Southern Command
UMCOR	United Methodist Committee on Relief
UN	United Nations
U.S.	United States
USD[P]	Under Secretary of Defense for Policy

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I would like to acknowledge my parents and thank them for the tremendous support throughout my life. I miss you both very much and wish you could be here to share in this accomplishment.

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I. INTRODUCTION

A. BACKGROUND

Many organizations from around the world spring into action to provide assistance after a natural disaster occurs. Non-governmental organizations (NGOs) responding and providing assistance, do so in varying roles such as, coordinators and as providers. When agencies arrive on scene, there isn't necessarily coordination between all parties. As Weiss and Collins (2000) state, "Complex humanitarian emergencies require multiple responses from a variety of actors, none of whom is capable of responding alone. Yet few are willing to forfeit control of their operations to a centralized coordinating authority" (p. 40).

Although many organizations show up to provide assistance, they are bound by limited resources such as monetary aid, food, water, and manpower, as well as how much exposure they need to maintain donations to support current and future missions. According to Le Roux (2011), "Recent major disasters have clearly demonstrated the vital need for better coordination and cooperation between humanitarian players, while highlighting their greatest weakness: a lack of understanding and knowledge" (p.1). It is not enough for humanitarian-assistance providers to sustain capability to act, but it is important for each entity to know what the others are doing and improve on how each interacts.

The United States Department of Defense (DoD) policy states that "stability operations are a core U.S. military mission that the Department of Defense shall be prepared to conduct with proficiency equivalent to combat operations" (USD[P], 2009). The term "stability operations" describes how DoD defines the various actions that the U.S. military, along with other governmental and foreign entities, will provide to the host nation humanitarian relief effort (USD[P], 2009). This paper focuses on developing an understanding of select NGOs in the United States European Commands (EUCOM) area of responsibility (AOR) to facilitate a better understanding of the organizations that provide services during humanitarian relief efforts. The selection of the NGOs is based

on an understanding of the capabilities and competencies between actors and should improve disaster preparedness and response.

The European Commission's humanitarian aid and civil protection website states the following: "Although it is impossible to prevent hazards, the impact of the disasters can be limited through the preparedness of the populations and investing in effective response-mechanisms at local, regional and national level" (European Commission, 2012b). There is a focus shift across the humanitarian assistance and disaster relief field to disaster preparedness (DP) and disaster risk reduction (DRR). Most of the entities described in this research are work on policy changes promoting DP and DRR at the country, state, and community levels. Weiss and Collins (2000) indicate that "successful humanitarian intervention requires appropriate and effective policies supported by sufficient infrastructure and resources" (p. 131). In other words, government *planning* for a disaster is becoming as important as *responding* to a disaster.

B. MOTIVATION

Apte (2010) suggests "recent natural disasters such as the earthquake in Haiti, Hurricane Katrina in the United States, tsunami in the Indian Ocean, the earthquake in Pakistan, and numerous humanitarian challenges arising from such conflicts as that in the Sudan have exposed the shortcomings in planning for disasters" (Abstract). There are numerous non-governmental organizations that provide assistance during the types of disasters Apte describes. Identification of significant players and the organizations capabilities is an important step in U.S. military planning for HADR operations (Apte & Yoho, 2012). In order for the United States military to focus its assistance efforts during humanitarian aid and disaster relief assignments, a complete understanding of the various organizations is needed to plan and provide aid without duplication of efforts and over spending. Each disaster requires significant coordination between responding agencies and the United States Department of Defense recognizes the importance of stability operations as stated in DoD instruction 3000.05 (2009) and states:

The Department shall have the capability and capacity to conduct stability operations activities to fulfill DoD Component responsibilities under national and international law. Capabilities shall be compatible, through

interoperable and complementary solutions, to those of other U.S. Government agencies and foreign governments and security forces to ensure that, when directed, the Department can:

- (1) Establish civil security and civil control.
- (2) Restore or provide essential services.
- (3) Repair critical infrastructure.
- (4) Provide humanitarian assistance (p.2).

EUCOM's website states that "Rather than directly providing aid during humanitarian missions, EUCOM is more often a facilitator helping the host nation; NGOs and U.S. governmental agencies do their job better" (HQ/EUCOM, The Region, 2012). In order to better understand how to organize and support a relief effort, EUCOM must understand the various agencies in the AOR that are capable of assistance. EUCOM leadership has a variety of non-governmental organizations that provide assistance during disasters both natural and man-made. According to the European Community Humanitarian Office (ECHO) website "ECHO works with about 200 non-governmental organizations, United Nations agencies and international organizations" (European Commission, Humanitarian partners: Introduction, 2012). This paper examines 25 organizations in order to provide a framework for understanding the capabilities and competencies of select non-governmental agencies that provide assistance in the EUCOM area of responsibility.

A map of the European region representing the area of responsibility of EUCOM is displayed in Figure 1. The EUCOM website states the AOR "includes 51 independent countries that extend beyond Europe into the Caucuses and includes Israel" (EUCOM, 2012).



Figure 1. Map of EUCOM AOR (Image from Geology.com, 2007)

C. LIMITATIONS

Although this project provides information important to the planning and execution of disaster relief efforts, the review of the various NGOs is not without limitations. The first limitation is the examination of a fraction (25) of the NGOs that provide relief efforts around the world. The organizations were selected according to financial revenue, amount of work in Europe, and by the number of capabilities offered. The ECHO works with over 200 NGOs when coordinating disaster relief operations. Studying the capabilities and competencies of all NGOs in the region requires time and

resources not available for the preparation for this paper. Selection of 25 NGOs narrows the focus to organizations with the widest reach of resources in the EUCOM AOR considering efficacy, funding, and capacity. But more importantly revenue is a surrogate for capacity to provide. Therefore, we chose 25 NGOs with highest revenue.

The next limitation is a focus on one of six U.S. combatant commands. The Department of Defense, under the Joint Chiefs of Staff, organizes the regions of the world into six Unified Combatant Commands; they include: Africa (AFRICOM), Central (CENTCOM), European (EUCOM), Northern (NORTHCOM), Pacific (PACOM), and Southern (SOUTHCOM) commands (DoD, Unified Combatant Commands, 2012). All regional commanders support disaster relief, for both natural and manmade catastrophes, and collaborate with NGOs to provide coordination and espouse assistance efforts. This paper focuses on EUCOM's breadth of responsibility covering 51 countries, across two continents, with over 200 NGOs available to assist after disaster strikes.

D. RESEARCH QUESTION

The EUCOM website (2012) states, "Rather than directly providing aid during humanitarian aid missions, EUCOM is more often a facilitator helping the host nation, NGOs and U.S. governmental agencies do their job better." In order to properly facilitate relief efforts, it is important for EUCOM to understand, 1) who the NGOs are, 2) where they are from, and 3) the capabilities they provide. Military organizations, like EUCOM, also provide valuable assets in the form of people, aircraft, and medical supplies during a relief effort. Decision makers should understand the importance of knowing the abilities of the main actors, in the respective region, to focus valuable assets to avoid duplication of efforts and wasting resources. For this reason there exists a need for developing a listing of NGOs operating in a combatant commander's AOR and requires an examination of the capabilities and competencies of each organization.

The need for information sharing in humanitarian aid and disaster relief is crucial more than ever during this period of world financial trouble. Tomansini and Van Wassenhove (2009) state "Information is the foundation upon which the humanitarian supply chain is designed, formed, and managed" (p. 90). Resources such as people,

materials, equipment, time and money are finite and proper resource planning and coordination is necessary to efficiently carry out relief efforts. As NGOs converge on a disaster area, ready to assist, a coordinator should be able to distinguish the entities primary mission, ability, and partnerships. Developing a thorough capability understanding will lead to the proper deployment of organizations with the right capabilities to the proper location. Timely decision making can save lives, time and money when it is most critical.

E. METHODOLOGY

Non-governmental organization information for this project was obtained by performing a websearch of the organizations. We began the search using The World Bank list of 150 NGOs working in Eastern Europe and Central Asia (World Bank, 2012). Of those 150 NGOs, 44 organizations distinguish themselves as focusing on humanitarian assistance and disaster relief. We examined the websites of those 44 organizations, considering, in order, financial revenue, amount of work in Europe, and number of capability indicators to narrow the selection to 25 NGOs.

We consider financial revenue to be the most important capacity because it provides the means for an organization to deliver assistance and materials. An organization without a firm funding stream, the ability to support itself and develop partnerships will have difficulty conducting relief operations no matter how catastrophic the disaster. The next important capacity is the amount of work in Europe. Although there are 150 NGOs according to The World Bank operating in Europe and Central Asia, not all of them provide resources throughout the region. Some of the organizations are focused in one specific region and/or only have the ability to provide a single skill. This research attempts to focus on organizations that are able to provide relief efforts across a broad area with multiple capabilities to maximize valuable resources during a crisis.

The next step in the research was to investigate the 25 NGOs websites and determine each organizations mission/primary focus, capability, religious affiliation, training, and if they liaison with militaries. The goal is to determine if any patterns are present across the selected organizations. The five indicators provide an overall view of

how the NGO operates and the focus of the work. The mission/primary focus explains the main goal of the organization. The capability provides an understanding of what the NGO is able to provide. Religious affiliation was chosen to gain an understanding of how religion plays into the role of an NGO. Training was selected as an indicator to find out if the NGO provides training externally, to the affected population, or internally, to the employees and/or volunteers. Liaison with the military is looked at to find out if any of the NGOs work or train with military units to facilitate operations during a relief effort.

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II. LITERATURE REVIEW

A. BACKGROUND LITERATURE

The following is a description of relevant literature pertaining to the importance knowing who the key players are during a preparation and relief efforts.

Apte (2011) identifies research opportunities for supporting humanitarian operations. The article explains the necessity of collaboration between agencies responding to a disaster. The author suggests that collaboration is important to accomplish smooth humanitarian operations. She further delineates that disaster response brings many diverse agencies together such as military, governmental, and non-governmental and achieving a harmonious effort is extremely difficult if not practically impossible.

Apte (2010) addresses organizational issues in humanitarian logistics. The author identifies several issues important to humanitarian logistics. Three of the issues explain why it is important to know the capabilities and competencies of regional humanitarian actors. The issues addressed are: 1) Collaboration among players, 2) Information and knowledge management, 3) Training and education of emergency staff. One of the main focuses of collaboration in this chapter is the relationship between military and humanitarian agencies. Military agencies can benefit a relief effort through logistical and organizational structures but the stigma of being a fighting force conflicts with humanitarian agencies goals. The next issue, information and knowledge management is characterized by three pillars of a well-managed information system: visibility, transparency, and accountability. The author stresses the importance of the information flow throughout the humanitarian supply chain. Proper passing of information can only be accomplished by the coordination and collaboration of the agencies involved. Training and education is also mentioned in this article. Most humanitarian agencies see high personnel turnover rates as well as the requirement of diverse skill sets. The author suggests that standardization of training in emergency planning and field operations is

necessary to establish standards and facilitate an understanding of the setting and unique environment that humanitarian operators work.

Tomasini and Van Wassenhove (2009) discuss coordination through the disaster life cycle. They claim that each stage of the life cycle demands a different type of coordination based on the objectives and stake holders involved. The life cycle is described to have three stages: Ramp up, Sustain, and Ramp down. The authors propose that coordination by command is necessary for the ramp up stage because one coordinator pulls together the resources, tasks, and information and generates a solution that is implemented by individual agencies. Having one organization taking the lead on negotiation with the local government will lessen the bottlenecks in the early stages of a relief effort. During the sustain stage, the authors propose coordination by consensus. Once the effort is in motion the individual agencies can provide capability on their own with little coordination with other organizations. The ramp down stage is described as “light coordination” and the authors describe it as a hands-off approach as each agency is managing the handover and exit operations. Some coordination is still necessary but isn’t as important as in the earlier two phases.

Waugh and Streib (2006) discuss the evolution of effective emergency management. The authors mention that during the 1990s effective emergency managers were those that developed relationships with other governmental and non-governmental organizations. They also suggest that the coordinative role became crucial in large intergovernmental, inter-sector, and multi-organizational operations. The authors conclude that a better understanding of the nature of collaboration can also produce benefits and an effective response is unlikely without collaboration.

B. FOCUSED LITERATURE

In order to familiarize and learn about each NGO it is necessary to investigate the websites of the 25 organizations chosen for this project. A clear understanding of the various missions and capabilities can be obtained by analyzing agencies websites. Common themes seen across all agency websites was a tab for the following: 1) Who

they are, 2) What they do, and 3) Where they work. The following is a listing of each organization examined, in alphabetical order, with a description of the disaster-relief capabilities and EUCOM AOR countries assisted.

1. Action Against Hunger (www.actionagainsthunger.org)

Action Against Hunger | ACF International, a global humanitarian organization committed to ending world hunger, works to save the lives of malnourished children while providing communities with access to safe water and sustainable solutions to hunger.

EUCOM countries currently working in or have worked in previously: Armenia, Azerbaijan, and Georgia.

2. Adventist Development Relief Agency (www.adra.org)

ADRA seeks to identify and address social injustice and deprivation in developing countries. The agency's work seeks to improve the quality of life of those in need. ADRA invests in the potential of these individuals through community development initiatives targeting Food Security, Economic Development, Primary Health and Basic Education. ADRA's emergency management initiatives provide aid to disaster survivors.

EUCOM countries currently working in or have worked in previously: Albania, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bulgaria, Croatia, Czech Republic, Denmark, Finland, France, Georgia, Germany, Hungary, Italy, Luxembourg, Moldova, Netherlands, Norway, Portugal, Romania, Russia, Serbia, Slovakia, Spain, Sweden, Switzerland, Turkey, Ukraine, and United Kingdom.

3. Care International (www.care.org)

CARE is a leading humanitarian organization fighting global poverty. We place special focus on working alongside poor women because, equipped with the proper resources, women have the power to help whole families and entire communities escape poverty. Women are at the heart of CARE's community-based efforts to improve basic education, prevent the spread of disease, increases access to clean water and sanitation,

expand economic opportunity and protect natural resources. CARE also delivers emergency aid to survivors of war and natural disasters, and helps people rebuild their lives.

EUCOM countries currently working in or have worked in previously: Azerbaijan, Armenia, Bosnia and Herzegovina, Croatia, Georgia, Kosovo, Macedonia, Montenegro, Romania, and Serbia.

4. Catholic Relief Services (<http://crs.org>)

CRS assists impoverished and disadvantaged people overseas, working in the spirit of Catholic Social Teaching to promote the sacredness of human life and the dignity of the human person. Although our mission is rooted in the Catholic faith, our operations serve people based solely on need, regardless of their race, religion or ethnicity. Within the United States, CRS engages Catholics to live their faith in solidarity with the poor and suffering of the world.

EUCOM countries currently working in or have worked in previously: Bosnia and Herzegovina, and Serbia

5. Child Fund International (www.childfund.org)

Implementing child development, protection and emergency assistance programs through local communities. No other child development agency has such a recognized history of establishing lasting relationships with local community leaders and people in power who can affect change. ChildFund began in 1938 as China's Children Fund, an emergency relief organization for those displaced by conflict. From these origins, the value of trusted on-the-ground networks became our guiding principle.

EUCOM countries currently working in or have worked in previously: Belarus

6. Church World Service (www.churchworldservice.org)

Church World Service is people reaching out to neighbors in need near and far--not with a hand out, but a hand up. So, if you're looking to help build a better world—a world where there's enough for all—you've come to the right place! We're working with partners in the U.S. and around the world to build interfaith and intercultural coalitions to

eradicate hunger and poverty and promote peace and justice. Together, we're supporting sustainable grassroots development, disaster relief, and refugee assistance.

EUCOM countries currently working in or have worked in previously: Georgia, Moldova, and Serbia.

7. Counterpart International (www.counterpart.org)

Counterpart International's Humanitarian Assistance Program has mobilized both communities and diverse donor resources to help the world's most vulnerable populations: children, orphans, the poor, the elderly, the disabled, refugees from war and victims of disasters. Counterpart provides a bridge between immediate, basic needs and long-term development. Ensuring that people have homes and food may only be the first step in developing a prospering society, but it is an essential one in helping communities help themselves long after the foreign aid withdraws.

EUCOM countries currently working in or have worked in previously: Armenia, Azerbaijan, Belarus, Georgia, Moldova, and Ukraine.

8. Direct Relief International (www.directrelief.org)

Direct Relief works daily to equip healthcare providers who care for vulnerable people on an ongoing basis and during emergencies. Our strong network of trusted partners enables Direct Relief to assess immediate healthcare needs, understand the situation on the ground, and respond quickly and efficiently when a disaster strikes. This solid and extensive network is the foundation of our emergency principles and preparedness work. Each emergency is unique and has specific characteristics that are dependent upon local facts and circumstances.

EUCOM countries currently working in or have worked in previously: Bulgaria, Turkey, and Russia.

9. Heart to Heart International (www.hearttoheart.org)

Heart to Heart International has been creating a healthier world since 1992. Our mission is to improve global health through initiatives that connect people and resources to a world in need. Through our mobilization efforts, we provide medical education,

deliver medical aid, respond to people in crisis and address community-health concerns around the globe.

EUCOM countries currently working in or have worked in previously:
Azerbaijan, Georgia, Moldova, Romania, and Ukraine.

10. International Federation of the Red Cross and Red Crescent
(www.ifrc.org)

The IFRC carries out relief operations to assist victims of disasters, and combines this with development work to strengthen the capacities of its member National Societies. The IFRC's work focuses on four core areas: promoting humanitarian values, disaster response, disaster preparedness, and health and community care.

EUCOM countries currently working in or have worked in previously: Albania, Andorra, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Hungary, Iceland, Ireland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Macedonia, Malta, Moldova, Monaco, Montenegro, Netherlands, Norway, Poland, Portugal, Romania, Russia, San Marino, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, and United Kingdom.

11. International Orthodox Christian Charities (www.iocc.org)

In seeking to provide assistance to those in need, either in response to emergencies or to meet long-term socioeconomic development needs, IOCC's fundamental policy is to develop a sustainable indigenous capacity to carry out such programs. All programs are guided by program integrity and the highest standards of stewardship and accountability to donors. Overseas offices are established by IOCC if the Orthodox hierarchy of the country in question have made a request; if there is a need to use IOCC skills to enhance the capacity of the Church and other institutions to reach the poor more effectively; and if the scale of the program requires an on-site presence to monitor targeting of beneficiaries, program implementation and reporting.

EUCOM countries currently working in or have worked in previously: Albania, Armenia, Bosnia, Georgia, Greece, Montenegro, Romania, Russia, and Serbia.

12. International Rescue Committee (www.rescue.org)

A natural disaster or an outbreak of war or violence can turn lives upside down in an instant, killing or driving millions of people from their homes and devastating communities. When catastrophe strikes, the International Rescue Committee delivers rapid, lifesaving aid that reduces suffering, restores dignity and jump starts economic recovery.

EUCOM countries currently working in or have worked in previously: Azerbaijan, Israel, Georgia, Malta, Russia, Sweden, and Ukraine.

13. International Relief Teams (www.irteams.org)

Natural and man-made disasters can occur without warning anywhere in the world. International Relief Teams (IRT) offers both immediate and long-term relief to disaster victims. IRT is vigilant in choosing appropriate responses to emergency situations, so that its resources can be leveraged to their highest effectiveness. IRT medical teams rush to aid victims of earthquakes, hurricanes, and floods, as well as those caught in the turmoil of war and genocidal conflict.

EUCOM countries currently working in or have worked in previously: Albania, Armenia, Bosnia and Herzegovina, Croatia, Kosovo, Latvia, Lithuania, Macedonia, Romania, and Turkey.

14. Islamic Relief USA (www.irusa.org)

Since its inception, one of Islamic Relief's primary goals has been to provide rapid relief for disaster victims. Partnerships in some three dozen countries maximize Islamic Relief's ability to respond to urgent situations with speed and efficiency, as well as cultural sensitivity. Islamic Relief's emergency aid efforts often include the distribution of food, water and clothing; the construction of temporary shelters; and the administration of vital medical care.

EUCOM countries currently working in or have worked in previously: Albania, Bosnia and Herzegovina, Kosovo, and Russia.

15. Mèdecins Sans Frontières/Doctors without borders (www.msf.org)

Médecins Sans Frontières (MSF) is an international, independent, medical humanitarian organization that delivers emergency aid to people affected by armed conflict, epidemics, natural disasters and exclusion from healthcare. MSF offers assistance to people based on need, irrespective of race, religion, gender or political affiliation.

EUCOM countries currently working in or have worked in previously: France, Greece, Malta, and Russia.

16. Mennonite Central Committee (www.mcc.org)

MCC responds to the needs of communities facing disasters or war, often launching projects that continue over months or even years. While MCC provides funds, MCC workers and partners often comment on the faith, hope and courage of communities themselves to rebuild, despite the challenges. In addition to disaster or emergency response, MCC also strives to meet long-term needs and make communities stronger. Click on the campaigns to the right to learn more.

EUCOM countries currently working in or have worked in previously: Bosnia and Herzegovina, Croatia, France, Germany, Kosovo, Netherlands, Russia, Serbia, Switzerland, and United Kingdom.

17. Mercy Corps International (www.mercycorps.org)

Today, Mercy Corps is helping 19 million people recover from disasters, build stronger communities and find their own solutions to poverty. Since its founding in 1979, Mercy Corps has provided \$2.2 billion in assistance to people in 114 countries. The agency consistently ranks as one of America's most effective and efficient charitable organizations. Over the last five years, more than 88 percent of resources have been allocated directly to programs that help families turn crisis into opportunity in some of the world's most challenging places.

EUCOM countries currently working in or have worked in previously: Georgia and Kosovo.

18. Medical Teams International (www.medicalteams.org)

Emergencies are unpredictable and life-changing. The best outcomes demand a swift, coordinated effort. In collaboration with field staff, partners, government agencies and volunteers, Medical Teams International responds to natural and man-made disasters within 48 hours. When disasters strike, we are there. We have responded to dozens of man-made and natural disasters since 1979. Our work has reached survivors of genocide, floods, tsunamis, hurricanes, earthquakes and complex humanitarian crises.

EUCOM countries currently working in or have worked in previously: Albania, Kosovo, Moldova, Romania, and Turkey.

19. Norwegian People's Aid (www.npaid.org)

Norwegian People's Aid Health and Rescue Service save lives and is active in prevention work and damage limitation. We work actively to strengthen the position of volunteer work in the country's rescue services and to secure good framework conditions, and demand that operative personnel are not exposed to loss of earnings. Norwegian People's Aid Health and Rescue Service stands prepared to assist the national Search and Rescue service. Whatever the time of day or night, crews are deployed to assist search and rescue operations across the country. Such preparedness makes great demands of our volunteers.

EUCOM countries currently working in or have worked in previously: Bosnia and Herzegovina, Kosovo, Croatia, Macedonia, and Serbia.

20. Norwegian Refugee Council (www.nrc.no)

A situation that involves a conflict or natural disaster often affects the population's access to food and water. Conflict, with its associated collapse of social, political and economic systems, is a major cause of food insecurity for households. Agricultural production is disrupted, employment opportunities are decreased and livelihoods assets are looted or destroyed. Consistent with saving lives and curbing

malnutrition, the overall objective of this core activity is to support the food security and livelihoods of people affected by displacement.

EUCOM countries currently working in or have worked in previously: Georgia

21. Relief International (www.ri.org)

Relief International meets the immediate needs of victims of natural disasters and civil conflicts worldwide with the provision of food rations, clean water, non-food items, transitional shelter and emergency medical services. Beyond emergency situations, Relief International's field teams provide long term health and nutrition services to communities in need by operating clinics and training health workers. Relief International also provides water and sanitation programming, providing communities with access to clean water, decreasing the incidence of communicable diseases, and improving quality of life.

EUCOM countries currently working in or have worked in previously: Azerbaijan.

22. The Salvation Army International (www.salvationarmy.org)

From sites of natural and man-made disasters to places of human conflict, the Salvation Army is there to provide compassion and practical support to those in real and sudden need. The Army strives to provide first for the immediate physical needs but beyond that, ministry for the aching heart and the weary soul.

EUCOM countries currently working in or have worked in previously: Austria, Belgium, Czech Republic, Denmark, Estonia, Finland, France, Germany, Georgia, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Moldova, Netherlands, Norway, Portugal, Romania, Russia, Spain, Sweden, Switzerland, Ukraine, and United Kingdom.

23. United Methodist Committee on Relief (UMCOR) (www.umcor.org)

When a natural or human-caused disaster strikes outside of the United States, UMCOR serves as the primary channel for United Methodist assistance. In the short term, UMCOR steps in to ease human suffering. In the long term, we work in accompaniment with local partners toward capacity building and Disaster Risk

Reduction. In the aftermath of a disaster, UMCOR cooperates with local bishops, district superintendents, and church leaders to help them develop their own response mechanisms.

EUCOM countries currently working in or have worked in previously: Armenia, Azerbaijan, Albania, Bosnia and Herzegovina, Georgia, Kosovo, Serbia, and Turkey.

24. World Relief (<http://worldrelief.org>)

As a relief organization with a mission to love others as we love God, our Disaster Response team operates out of a commitment to serve our neighbors experiencing crisis. The way we respond depends deeply on the nature of the disaster, the country, the economic and geo-political situation at hand. We immediately begin to assess the situation to determine the most appropriate actions. This response takes on several forms including empowering the local church, empowering our teams already on the ground, or empowering an indigenous organization. Our Disaster Response team prioritizes interventions devoted to empowering local churches to provide effective post-disaster and disaster mitigation assistance to their communities. Eligibility for assistance is not limited to churches, but may, depending on the situation, apply to networks, indigenous organizations and local evangelical humanitarian organizations.

EUCOM countries currently working in or have worked in previously: Kosovo.

25. World Vision International (www.wvi.org)

World Vision identifies places at risk of disaster, prepares resources and staff in high-risk zones, and builds capacity and resilience among communities to help them protect themselves before an emergency and rebuild afterwards. Each year, World Vision sets aside a certain amount of money that can be made available very quickly to launch urgent disaster responses.

EUCOM countries currently working in or have worked in previously: Albania, Armenia, Austria, Azerbaijan, Belgium, Bosnia and Herzegovina, Finland, France, Georgia, Germany, Ireland, Italy, Kosovo, Montenegro, Netherlands, Romania, Serbia, Spain, Switzerland, and United Kingdom.

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III. DATA COLLECTION AND OBSERVATIONS

A. NON-GOVERNMENTAL ORGANIZATIONS

The 25 non-governmental organizations for this project vary in background and capability. The selection and examination of 25 NGOs begins the process of building a knowledge base of organizations working in Europe. Each NGO is broken down into five factors as a way to compare the NGOs focus, the missions of the organization, and types of affiliations that are paramount to its mission. The five factors are 1) Mission/primary focus, 2) Capabilities, 3) Religious affiliation, 4) Training, and 5) Liaison with the military. Each of the five factors also intertwine with six key mission sets chosen to provide EUCOM decision makers a detailed overview of the 25 NGOs in this research. The key mission sets are 1) Disaster Relief and Preparedness, 2) Water/Sanitation, 3) Food Security/Nutrition, 4) Medical Care and/or Supplies, 5) Focus on Women and/or Children, 6) Economic Development/Livelihood. The following is a description of the five factors that leads into a section that describes the data collected for 25 NGOs.

1. Mission/Primary Focus

The mission/primary focus provides the overall goal of the organization and explains who the entity benefits. Decision makers should understand what an organizations goals are and to whom they provide assistance. This knowledge can be used to identify areas of operational reach with overlap and more importantly areas where a gap in capacity exists and needs to be filled. A successful supply chain is deemed AAA if it is adaptable, agile, and aligned (Tomansini et al., 2009, p. 7). For the purpose of understanding the mission/primary focus of an organization we focus on alignment.

Lee defines alignment as creating “conditions for better performance and requires exchanging information with all relevant partners (vendors to consumers). It defines as well the responsibilities of all stakeholders to create a sense of unity and identity including aligned incentives (as cited in Tomansini et al., 2009, p. 8). It is imperative that EUCOM commanders understand what the NGOs perceive as their responsibility and goals are during HA/DR operations. This information should lead to developing a

dialogue between EUCOM and the organizations to increase awareness of agency responsibilities and to align organizational goals to increase operational performance during relief efforts. The mission/primary focus of these 25 NGOs is helping people in need which encompasses the listed six mission sets. The mission of the organization drives the capabilities that are important to fulfill the organizational focus and goals.

2. Capabilities

Agency capabilities provide a listing of the specialization of the NGO and what it aims to accomplish when responding to a disaster. Distinguishing the capabilities that an NGO can provide follows the same alignment framework discussed in the mission/primary focus section. In fact, developing acumen of the dexterity of each NGO further enhances EUCOM's understanding of the organization's capacities and the responsibilities that they can assume during humanitarian operations. Through study of the organization's capabilities a decision maker can identify areas of weaknesses or overlap. This knowledge can be utilized in order to develop a course of action to fill any gaps in capability or disperse from areas with overlaps. An overlap in this case would be many of the NGOs providing the same capability. In this instance, a decision can be made to shift other organizations away from the overlap during a disaster response. If there is an abundance of NGOs providing the same capability, it may be beneficial to shift a number of them to other areas; provided the NGO possess additional capability that is in demand.

Many of the 25 NGOs in this research have a myriad of capabilities that they can provide when assisting nations and communities. The capabilities selected for this research, described as mission sets, are chosen because they are complimentary to disaster relief efforts. Some of the mission sets, such as food security/nutrition and water/sanitation, may be ongoing efforts before or after the initial onset of a disaster. There are also varying degrees of capability performance that each NGO can provide. For example, 24 of 25 NGOs provide Disaster Relief and Preparedness, one of the six mission sets chosen. This particular mission set encompasses a wide array of capabilities that the NGOs can perform. However, each NGO develops its own niche and determines the what, where, when and how they will provide assistance. The NGOs in this research

currently manage efforts in the EUCOM AOR or have the ability to dispatch assistance to the region. Another example is two NGOs that provide medical care and/or supplies doesn't imply that they have the same amount of competence for that mission set. One organization may only provide medical staff during the initial relief effort and another may provide initial and ongoing medical support during the long term restoration period after a disaster. Another organization may only provide the medical supplies but not the medical personnel. The differentiation among organizations and the extent to which they can provide capability should be considered when developing a plan of action for managing or facilitating a disaster relief effort.

3. Religious Affiliation

Religious affiliation is obviously not a mission but is an important factor in understanding the values and beliefs of an organization. The majority of the religious affiliated groups state that they provide relief regardless of race, religion, and ethnicity. It is important to note that some humanitarian agencies like Catholic Relief Services believe that the civilian humanitarian organizations should be built up in order to keep U.S. military out of humanitarian assistance projects. They believe that the security objectives of the DoD prevents the U.S. military from providing assistance. Religious affiliation is important as disasters occur all around the world and many different nationalities, religions, and races converge on the affected area to assist. Managing such a diverse group of people effectively requires knowledge and an understanding about the beliefs of individuals and organizations.

Another consideration, for organizations with a religious affiliation, is that they may know an affected area better due to understanding the local culture and its people. These agencies may have been working in a region for long periods of time and have developed relationships with local leaders and the people of the community. Connections within the locality may provide valuable insight in the form of information on distribution sectors as well as knowledge of local terrain. EUCOM decision makers must be cognizant that even though the U.S. military brings a plethora of its own capability to a relief effort, some relief organizations may not be receptive to working with an armed force.

4. Training

Training considers two sides, external and internal. The training section annotates if the organizations provide internal disaster preparation and relief training to volunteers and employees. Also, it points out if the agency provides external training to communities. Not all agencies provide information regarding how they implement training. Most information includes the training of the communities they serve and skills such as agricultural, food security, water and sanitation as well as economic development. After a disaster many NGOs provide external training to assist in rebuilding the community. Training information from the organizations websites leans more towards external because it benefits the NGOs by presenting how they use their capabilities. The NGO can obtain more donations and funding by showing the activities they are participating in and how they are making a difference. Internal doesn't have the mass appeal as donors most likely expect that some training happens in order to do the work. Whether or not internal training is conducted isn't easily discernible in the chosen 25 NGOs. Some agencies, like the International Federation of the Red Cross and Red Crescent, provide an online education community for volunteers, field workers as well as external training programs for other agencies personnel. High turnover rates of employees and volunteers require organizations to develop training programs to increase the capabilities of personnel.

One possible task that EUCOM can undertake, if not already started, is to develop an external training program. The focus of this program should be to connect with the NGOs, in the AOR, and explain what EUCOM's capabilities are during HA/DR efforts and how they will operate during these types of operations. NGOs may not understand EUCOM's intent during HA/DR missions. Therefore, developing a relationship with as many NGOs and sharing information is paramount to increasing EUCOM's effectiveness during stability operations.

5. Liaison with Military

Liaison with military points out if the NGO works with military units for the purposes of training and/or operational humanitarian activities. Liaising with the military

is a delicate issue regarding NGOs working with military organizations. The International Federation of the Red Cross and Red Crescent is the only organization that provides information about attending exercises with the military to coordinate efforts. Some NGOs such as CARE International and Medical Teams International profess that working with military units is necessary. CARE publishes a document pertaining how it will conduct operations when liaising with the military. Overall each organization maintains that they will provide effort regardless of race, ethnicity, religion, and political belief.

As we have presented in the training section above, developing the necessary relationships with NGOs is a direction that EUCOM should work towards. However, as explained above, it is an uphill battle for a military organization to find space among NGOs. An effective relationship must be forged to allow EUCOM to parlay those efforts into fostering necessary organizational alliances. The U.S. military understands and has proven that it possesses valuable assets and capabilities in support of HA/DR operations. The difficulty lies in convincing the NGOs that EUCOM can be a worthy foe to work with during relief efforts.

B. NGO LISTING

This section lists each NGO with information, from each organization's website, regarding Mission/Primary Focus, Capabilities, Religious Affiliation, Training (External and Internal), and Liaison with Military.

(1) Action Against Hunger

Mission/Primary Focus:

- International humanitarian organization committed to ending world hunger.
- Works to save lives of malnourished children while providing communities with sustainable access to safe water and long-term solutions.
- Over 30 years of expertise in emergency situations of conflict, natural disaster, and chronic food insecurity, our 4,600+ field staff—seasoned

professionals and technical experts in nutrition, water and sanitation, public health, and food security—carry out lifesaving programs in more than 40 countries.

Capabilities:

- Action Against Hunger responds to humanitarian emergencies all over the world, delivering immediate life-saving services to populations in distress. With emergency teams on call 24 hours a day, and pre-positioned stocks of essential supplies ready for deployment, our internationally renowned rapid response capabilities ensure that lifesaving assistance can be delivered anywhere in the world when needs arise.
- When disasters destroy infrastructure and food supplies, when violence forces thousands to flee, or when drought disrupts food production, Action Against Hunger responds with distributions of food, cash, and other items to prevent hunger in the short-term and ensure that crops can be replanted and livestock restocked in the future.

Religious affiliation:

- Action Against Hunger maintains a strict political and religious neutrality. Nevertheless, Action Against Hunger can denounce human rights violations it witnesses as well as obstacles put in the way of its humanitarian activities.
- A victim is a victim. Action Against Hunger rejects all discrimination based on ethnicity, nationality, opinion, race, religion, sex, or social class.

Training:

- External:
 - Provides various policies and training to communities in the areas of nutrition, water sanitation and hygiene, food security and livelihoods, and emergency response.
- Internal:

- ACF International regularly evaluates the effectiveness of their programs and makes the results public for transparency and accountability.

Liaison with militaries:

- Action Against Hunger maintains a strict political and religious neutrality.

(2) Adventist Development Relief Agency

Mission/Primary Focus:

- ADRA works with people in poverty and distress to create just and positive change through empowering partnerships and responsible actions.
- ADRA seeks to identify and address social injustice and deprivation in developing countries. The agency's work seeks to improve the quality of life of those in need. ADRA invests in the potential of these individuals through community development initiatives targeting Food Security, Economic Development, Primary Health and Basic Education. ADRA's emergency management initiatives provide aid to disaster survivors.

Capabilities:

- ADRA works to prevent further loss of life by responding quickly to evaluate the greatest needs, and then developing plans to get help to the areas where it is needed most. Often, ADRA coordinates with local governments to provide medical care, food, water, and shelter to victims of tragedies.
- Promoting health, providing food and water, establishing livelihoods, responding to emergencies.

Religious Affiliation:

- ADRA is an independent agency established by the Seventh-day Adventist Church. The church's involvement in organized humanitarian assistance

goes back nearly 80 years. In 1956 the church created the Seventh-day Adventist Welfare Service, Incorporated (SAWS). The name was modified in 1973 to be Seventh-day Adventist World Service, and in 1984 SAWS was reorganized under the current name, Adventist Development and Relief Agency International (ADRA).

- ADRA does not proselytize. It operates and is motivated by love that has no strings attached. God's love in ADRA program activities is expressed when it reaches out to those in need regardless of race, gender, and political or religious affiliation. ADRA operates in more than 120 countries worldwide and has an established track record of working in harmony with and respecting a broad array of cultures, traditions, and people of non-Christian faith.

Training:

- External:
 - Through small loans of money or livestock, job training, and encouragement, ADRA gives men and women the ability to support themselves and their families.

Liaison with military:

- ADRA is a global non-governmental organization providing sustainable community development and disaster relief without regard to political or religious association, age, gender, race or ethnicity.

(3) Care International

Mission/Primary Focus:

- CARE's mission is to serve individuals and families in the poorest communities in the world. Drawing strength from our global diversity, resources and experience, we promote innovative solutions and are advocates for global responsibility. We promote lasting change by:

- Strengthening capacity for self-help
- Providing economic opportunity
- Delivering relief in emergencies
- Influencing policy decisions at all levels
- Addressing discrimination in all its forms

Capabilities:

- Agriculture and Natural Resources
- Climate Change
- Education
- Health
- Nutrition
- Water/Sanitation and environmental health
- Emergency relief
 - CARE has emergency response experts already on the ground – 97 percent of them citizens of the countries where we work – and additional emergency specialists ready to immediately deploy from around the world.
 - When disaster strikes, CARE provides emergency food, relief supplies, water and sanitation, and shelter to survivors.
 - CARE places special emphasis on women, children and the elderly, recognizing that they are disproportionately affected by disasters.

Religious Affiliation:

- CARE International is a leading global confederation of 12 independent nonpolitical, non-religious humanitarian organizations working together to fight poverty and provide assistance in humanitarian emergencies.

Training:

- External:
 - Local partnerships are critical to CARE's efforts. By working with local NGOs and more informal community-based organizations in humanitarian efforts, CARE taps into the knowledge of a community's language and culture, develops a deeper understanding of the people it is serving, and makes effective use of the skills of local groups. At the same time, CARE helps those groups gain skills and experience in areas such as project design and, most importantly, helps foster civil society.
 - At the local government level, CARE also often works with health and education ministries for program delivery - for example, to implement a project through doctors or teachers.
 - At the national level we work with NGOs to influence government for policy change
 - At the international level, CARE works with fellow international NGOs to influence the aid-allocation decisions of Western governments and to share complementary talents to achieve a common goal.
- Internal:
 - Build shared expertise in selected program areas, in order to strengthen CI member and country office operations, and thereby their impact on the causes and consequences of poverty.
 - Efforts are being made to strengthen CARE's understanding of program quality; to renew our program information gathering

processes; to establish regular measurement and reporting of program impact from the field; and to make more accessible CARE's wealth of program knowledge and learning.

Liaison with Military:

- CARE's decisions about how it interacts with the military should always be consistent with its principles and obligations. There are five organizational principles that are central in defining CARE as a non-governmental organization engaged in humanitarian action.
 - Distinction
 - Humanitarian imperative
 - Safety and security of staff
 - Impartiality
 - Consultation
- Humanitarian principles constitute the core basis for CARE's ability to work safely and effectively in conflict. While the threats confronting aid agencies are manifold, the safety and security of CARE's staff, programs and beneficiaries is contingent on CARE's neutrality, impartiality and independence from military operations. Inappropriate interactions or the perception of blurred lines between humanitarian and military actors can undermine aid agencies' acceptance among local populations and parties to the conflict as well as increase the level of insecurity. The unintended negative consequences of associations between aid programs and military forces can outweigh any short-term benefits.
- CARE issues a Policy Framework Relations with Military Forces and can be found at: <http://www.care-international.org/Download-document/408-Policy-Framework-for-CI-srelations-with-military-forces.html>

(4) Catholic Relief Services

Mission/Primary Focus:

- Catholic Relief Services carries out the commitment of the Bishops of the United States to assist the poor and vulnerable overseas. We are motivated by the Gospel of Jesus Christ to cherish, preserve and uphold the sacredness and dignity of all human life, foster charity and justice, and embody Catholic social and moral teaching as we act to:
 - Promote human development by responding to major emergencies, fighting disease and poverty, and nurturing peaceful and just societies; and,
 - Serve Catholics in the United States as they live their faith in solidarity with their brothers and sisters around the world.
- As part of the universal mission of the Catholic Church, we work with local, national and international Catholic institutions and structures, as well as other organizations, to assist people on the basis of need, not creed, race or nationality.

Capabilities:

- CRS provides food for the general population and malnourished individuals when people's normal ability to access food is disrupted by disaster.
- Water and Sanitation
- CRS implements a range of emergency health programming such as support to local health institutions to meet vital health needs and access to basic medicines.
- CRS' emergency programs often include activities such as providing access to supplies for agricultural recovery and providing technical assistance to farmers to facilitate their return to production as soon as possible.

- CRS' housing and community infrastructure programs focus on community-led construction that is appropriate to the setting.
- CRS supports local peace and reconciliation activities either as stand-alone projects, or as components of other emergency programs. Peace building is defined by CRS as a holistic approach that addresses the root causes of conflict and includes the processes, interventions, strategies, and methods to promote a “just” peace.

Religious Affiliation:

- Founded in 1943 by the Catholic Bishops of the United States.
- Although our mission is rooted in the Catholic faith, our operations serve people based solely on need, regardless of their race, religion or ethnicity.
- The official international humanitarian agency of the U.S. Catholic community, CRS is governed by a Board of Directors made up of clergy, most of them bishops, religious and Catholic lay men and women.

Training:

- External:
 - CRS helps communities around the world prevent future disasters through peace building programs with a focus on preventing violent conflict. The agency also supports programs that prepare communities for natural disasters.
 - *The Guide* focuses on how to implement community based disaster preparedness programs (CBDP), with tools and recommendations for facilitating CBDP planning and implementation.
 - *The Guide* focuses on natural disasters, such as floods, landslides and cyclones. It is based on experiences in India and South Asia, and can be adapted for other areas if necessary.

- Various case studies, pamphlets, manuals/user guides, fact sheets, and guidelines are available on the website.
- Internal:
 - *Impact Measurement and Accountability in Emergencies: The Good Enough Guide*. A set of basic guidelines on how to be accountable to local people and measure program impact in emergency situations. The “good enough” approach emphasizes simple and practical solutions and encourages the user to choose tools that are safe, quick, and easy to implement.
 - *Core Protection Training module*. Training modules are to ensure that all CRS staff have a shared level of understanding of what is meant by protection.
 - Various case studies, pamphlets, manuals/user guides, fact sheets, and guidelines are available on the website.

Liaison with military:

- CRS issued a paper called “Restoring U.S. civilian capacity and authority to manage foreign assistance” <http://crs.org/public-policy/pdf/civilian-control-foreign-aid.pdf>. The discussion leans towards building up civilian humanitarian organizations in order to keep U.S. military out of humanitarian assistance projects. Overall tone of the paper is against U.S. military assistance due to the fact that the U.S. DoD only participates to support security objectives.

(5) Child Fund International

Mission/Primary Focus:

- To help deprived, excluded and vulnerable children living in poverty have the capacity to become young adults, parents and leaders who bring lasting and positive change to their communities.

- To promote societies whose individuals and institutions participate in valuing, protecting, and advancing the worth and the rights of children.

Capabilities:

- CFI is well connected on the ground, with a network of more than 1,000 independent organizations serving as our partners, ensuring that sponsor and donor money reaches remote places with good accountability.

Religious Affiliation:

- We work in 31 countries, assisting approximately 13.5 million children and their family members, regardless of race, creed or gender.

Training: No information provided on website about training.

Liaison with military: No information provided on website about liaison with military.

(6) Church World Service

Mission/Primary Focus:

Church World Service works with partners to eradicate hunger and poverty and to promote peace and justice around the world.

- Stand on the side of the oppressed through advocacy with and for those most in need.
- Seek out unmet needs of all survivors -- particularly people who were vulnerable and marginalized before the disaster.
- Provide a larger vision of life that includes emotional and spiritual care as well as physical rebuilding.
- Assist in long-term recovery of those in need.
- Restore and build community relationships.

Capabilities:

- Provide financial support to ACT (Action by Churches Together) along with direct financial and material resources assistance to a local partner or denominational project not under the auspices of ACT.
- Second denominational staff or provide CWS personnel for an ACT Rapid Response Team.
- Support partner capacity-building via financial grants, material resources, and/or technical assistance.

Religious Affiliation:

- Action by Churches Together (ACT) International
- Lutheran World Federation (LWF)
- World Council of Churches (WCC)

Training:

- External:
 - Provides various informational pamphlets for education, advocacy, promotion, and worship. Accessible on the website.
 - Attends various conferences related to the communities assisted as well as UN sponsored events like the council for climate change.
 - Provides training seminars for affected communities as well as training for local groups that provide assistance during disasters.
- Internal:
 - Works with partners to provide training to employees and volunteers in various subjects relating to working in other countries. For example, focusing on security and risks associated with working in undeveloped nations.

Liaison with military: CWS doesn't provide a statement on liaising with military.

(7) Counterpart International

Mission/Primary Focus:

- Working in partnership to empower people, communities and institutions to drive and sustain their own development.
- Counterpart has done groundbreaking work in more than 65 nations worldwide. Today we are widely regarded as an international development pioneer and leader – known best for our unique approach to partnership and capacity building, a commitment to learning and continuous improvement, and a reputation as a responsible steward of funder resources. In all we do, our ultimate goal is to have enduring impact—empowering every community we serve with the ability to create lasting change and build true self-reliance.

Capabilities:

In the area of disaster relief, Counterpart International has the capacity to:

- Offer knowledge of the communities and strong connections with government agencies and partners in the countries where we work;
- Conduct needs-assessments of disaster affected communities and emergency services providers;
- Coordinate the management of emergency donations in the United States;
- Conduct management and coordination for on-the-ground in-country disaster commodity supply, delivery logistics and distribution to final recipients;
- Provide surge capacity in the form of local offices and staff that can be tapped to support emergency response teams on the ground; and
- Manage and release pre-staged disaster packages in Armenia, Georgia, the Kyrgyz Republic and Tajikistan containing disaster/emergency relief commodities.

Religious Affiliation: No information about religious affiliation provided on website.

Training:

- External
 - In capacity building Counterpart International ultimately strives to move from acting as a mentor for local organizations to becoming a partner working alongside them. Throughout this process, the transfer of knowledge and skills to local partners requires complementary adaptation to cultural attitudes and practices. Our capacity building strategy strengthens services and advocacy on behalf of clients, and develops viable partners and coalition members at the local, regional and international levels.

Liaison with military: No information about liaising with military on website.

(8) Direct Relief International

Mission/Primary Focus:

- Direct Relief works daily to equip health care providers who care for vulnerable people on an ongoing basis and during emergencies. Our strong network of trusted partners enables Direct Relief to assess immediate health care needs, understand the situation on the ground, and respond quickly and efficiently when a disaster strikes. This solid and extensive network is the foundation of our emergency principles and preparedness work.
- Direct Relief's approach to disasters is to support the immediate needs of people by working with local partners that are best situated to assess, respond, and prepare for long-term recovery. Each emergency is unique and has specific characteristics that are dependent upon local facts and circumstances.

- Coordinating with local, national, and international responders to avoid duplication of efforts and logistical bottlenecks, Direct Relief's efforts are always in direct response to specific requests from partners and are coordinated to ensure the most efficient use of resources.

Capabilities:

- Emergency medical services
 - Type of service depends on type of disaster
- Partners with local health providers, leading health care companies, and business leaders

Religious Affiliation: No information religious affiliation provided on website.

Training:

- External:
 - Can provide training in emergency response medicine to health care providers in preparation for a disaster.

Liaison with military: No information on liaising with military on website.

(9) Heart to Heart International

Mission/Primary Focus:

- Improve global health through initiatives that connect people and resources to a world in need. Through our mobilization efforts, we provide medical education, deliver medical aid, respond to people in crisis and address community-health concerns around the globe.

Capabilities:

- Care Kits - Put together by volunteers and sent to H2H global distribution center.

- Ready Relief Boxes - Mobile pharmacy. Each box can treat approximately 500 people.
- Relationship with pharmaceutical companies that donate medicines for use around the world.
- Provides medical supplies for disasters.
- Medical modules sent to disaster areas to treat patients and protect providers. Partnered with FedEx in order to deliver modules to humanitarian partners.

Religious Affiliation: No information on religious affiliation on website.

Training: No information on training provided on website.

Liaison with military: No information on liaising with military on website.

(10) International Federation of the Red Cross and Red Crescent

Mission/Primary Focus:

- The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian organization, providing assistance without discrimination as to nationality, race, religious beliefs, class or political opinions.
- The IFRC carries out relief operations to assist victims of disasters, and combines this with development work to strengthen the capacities of its member National Societies.
- The IFRC's work focuses on four core areas: promoting humanitarian values, disaster response, disaster preparedness, and health and community care. Further details of this work can be found in the What we do section.

Capabilities:

- Community based disaster preparedness.
- Assist in, advise and advocate for disaster impact reduction.
- Volunteers located in communities around the world promoting disaster risk reduction policies.
- Vulnerability and capacity assessments.
- Worldwide logistics program including 6 hubs located around the world.
- Holds pre-positioned stock at our logistics hubs worldwide to meet the needs of 320,000 people at anytime and anywhere. We can store additional relief items in our warehouses on request.
- Global network of storage facilities, operated by specialist staff, allows us to ensure safe and efficient receipt, warehousing and dispatch of relief supplies.

Religious Affiliation:

- The International Federation of Red Cross and Red Crescent Societies is the world's largest humanitarian organization, providing assistance without discrimination as to nationality, race, religious beliefs, class or political opinions.

Training:

- External:
 - Conducts the Learning Network online with curriculum available to Red Cross volunteers, members, staff and other humanitarian actors.
 - Provide a plethora of training materials in the form of pamphlets and reports on the various capabilities IFRC provides.

Liaison with military:

- Involved in military exercises. For example, in October of 2010, the joint military medical exercise brought together military and medical teams from Montenegro as well as from Azerbaijan, Bosnia and Herzegovina, Georgia, Macedonia, Moldova, Serbia, the United States and Ukraine, who demonstrated their skills and expertise in emergency situations.

(11) International Orthodox Christian Charities

Mission/Primary Focus:

- In the spirit of the Christ's love, offers emergency relief and development programs to those in need worldwide, without discrimination, and strengthens the capacity of the Orthodox Church to respond.

Capabilities:

- Community development and mobilization programs increase the ability of local organizations to address local changes.
- Disaster and emergency relief programs address the immediate needs of people suffering from natural disaster, war or civil unrest.
- Education and training programs nurture local leaders and organizations which advocate for their communities and promote general warfare.
- Provide health kits, baby kits, and emergency clean up buckets.
 - Health kits: Basic hygiene items that can be handed out during disasters.
 - Baby kits: Items like diapers, wash cloths, blankets, etc.
 - Emergency clean up buckets: Help in cleaning up after a disaster

Religious Affiliation:

- An agency of the Assembly of Canonical Orthodox Bishops of North and Central America represents Orthodox Christians in North America and understands its work to include developing in Orthodox Christians a commitment to philanthropy and global cooperative involvement in the work of the Orthodox Church.
- IOCC's mandate is to undertake purely humanitarian activities. This, IOCC does not support programs of Church mission (Church reconstruction, religious education, seminary support, etc.).

Training:

- External:
 - Training seminars and workshops for farmer associations and cooperatives.

Liaison with military: No information on liaison with military provided on website.

(12) International Rescue Committee

Mission/Primary Focus:

- The International Rescue Committee responds to the world's worst crises and helps people to survive and rebuild their lives. For over 75 years, we have offered lifesaving care and life-changing help to refugees forced to flee from conflict or disaster. At work today in over 40 countries and in 22 U.S. cities, the IRC leads the way from harm to home.

Capabilities:

- Emergency response is one of the IRC's globally-recognized strengths and this capacity has put us on the frontlines of many of the worst crises in recent times.

- The International Rescue Committee maintains an Emergency Response Team of 17 specialists with expertise in key areas necessary to assess critical survival needs and mount an effective response to sudden or protracted emergencies.
 - The team includes coordinators, logisticians, doctors and water and sanitation experts. It also includes specialists who focus on human rights protection, the special needs of children in crisis, the prevention of sexual violence and aid for rape survivors. There are also focal points for grants development, program design, security, finance, human resources and communications.
 - Emergency Response Team members are always on standby to deploy to a crisis within 72 hours, whether they are launching new relief efforts or lending support to IRC teams already on the ground.
 - The IRC pre-positions equipment and supplies in key transport hubs so that the materials can be dispatched anywhere in the world on short notice. We've also created a kit with a wide range of inventory necessary for the start-up of an emergency program in a remote location.

Religious Affiliation: No information on religious affiliation provided on website.

Training:

- To ensure children who are experiencing these crises do not continue to miss out on vital schooling, the University of Nairobi (UoN), with technical support from the International Rescue Committee (IRC) and financial support from Unbound Philanthropy, is now offering students interested in pursuing graduate study the opportunity to specialize in Education in Emergencies.

- This unique collaboration will develop human resource capacity among enrolled students and education practitioners working in East Africa in order to prepare them to provide quality education programming in emergency and post-crisis settings in developing countries.
- Once a month IRC hosts a required training for all new volunteers and interns who have recently joined the IRC.
- The IRC is committed to emergency preparedness—giving field teams, local partners and communities the training and resources needed to address immediate needs.

Liaison with military:

- One of 16 signatures of a letter to NATO asking them and other military forces to clearly mark themselves in Afghanistan in order to distinguish military action from civilian humanitarian action.
 - One recommendation in particular is the “At a minimum, international military forces and their contractors should refrain from relief activities when there are civilian actors capable of delivering assistance.”

(13) International Relief Teams

Mission/Primary Focus:

- International Relief Teams focuses on 4 core areas: medical training & education, surgical & clinical outreach, health promotion, and disaster relief.
- Teams of volunteer specialists perform most of the program activities. These teams consist of physicians, nurses and other medical professionals, and skilled and semiskilled construction personnel.

- International Relief Teams serves as a conduit – linking people in need with specialists who have the skills to meet those needs.
- Rather than establish field offices, International Relief Teams seeks to work with local agencies and medical facilities in emerging nations to increase their effectiveness and capacity.

Capabilities:

- IRT medical teams rush to aid victims of earthquakes, hurricanes, and floods, as well as those caught in the turmoil of war and genocidal conflict.
- Each year IRT sends millions of dollars in emergency medicines and supplies to victims of natural and man-made disasters worldwide.

Religious Affiliation: No information on religious affiliation provided on website.

Training:

- External:
 - IRT conducts training for community health workers, teaching them about community outreach and development, first aid, nutrition, diabetes management, cancer detection, drug and alcohol abuse and child development.
- IRT conducts mental health training programs in disaster areas, worldwide, to train and empower local teachers, caregivers, and professional counselors how to effectively help men, women and children suffering from post-traumatic stress.
- IRT implements training programs of national scope in modern methods of cardiac resuscitation, developing a nucleus of highly skilled instructors who conduct ongoing training of emergency and critical care practitioners

in their countries. These programs help establish national standards in emergency care and dramatically increase survival rates among the population.

- Since 1988, International Relief Teams has utilized 186 medical training teams, involving 813 volunteers, to impart their skills and expertise to local trainers, who now carry on the training of others in their respective countries.

Liaison with military: No information on liaising with military provided on website.

(14) Islamic Relief USA

Mission/Primary Focus:

- Since its inception, one of Islamic Relief's primary goals has been to provide rapid relief for disaster victims. Partnerships in some three dozen countries maximize Islamic Relief's ability to respond to urgent situations with speed and efficiency, as well as cultural sensitivity.

Capabilities:

- Islamic Relief's emergency aid efforts often include the distribution of food, water and clothing; the construction of temporary shelters; and the administration of vital medical care.

Religious Affiliation:

- Exemplifying our Islamic values, we will mobilize resources, build partnerships, and develop local capacity.

Training:

- Through sustainable livelihood projects, Islamic Relief is able to help the individuals acquire the skills they need to develop a reliable means of earning income. We're helping families get the basics they need to survive

and we're helping communities prosper by boosting the local economy and by creating jobs.

Liaison with military: No information on liaising with military provided on website.

(15) Medecins San Frontieres/Doctors without Borders

Mission/Primary Focus:

- Médecins Sans Frontières (MSF) is an international, independent, medical humanitarian organization that delivers emergency aid to people affected by armed conflict, epidemics, natural disasters and exclusion from healthcare. MSF offers assistance to people based on need, irrespective of race, religion, gender or political affiliation.
- MSF's actions are guided by medical ethics and the principles of neutrality and impartiality. MSF reserves the right to speak out to bring attention to neglected crises, to challenge inadequacies or abuse of the aid system, and to advocate for improved medical treatments and protocols.

Capabilities:

- MSF's actions are first and foremost medical. We carry out our work with respect for the rules of medical ethics, in particular the duty to provide care without causing harm to individuals or groups.

Religious Affiliation:

- MSF offers assistance to people based on need, irrespective of race, religion, gender or political affiliation.

Training:

- External:
 - Provides training to local health care workers in various specialties.

Liaison with military:

- MSF is neutral. The organization does not take sides in armed conflicts, provides care on the basis of need, and pushes for independent access to victims of conflict as required under international humanitarian law.

(16) Mennonite Central Committee

Mission/Primary Focus:

- Mennonite Central Committee (MCC), a worldwide ministry of Anabaptist churches, shares God's love and compassion for all in the name of Christ by responding to basic human needs and working for peace and justice. MCC envisions communities worldwide in right relationship with God, one another and creation. Read more about MCC's purpose and vision, priorities, approaches, values and convictions.
- Mennonite Central Committee (MCC) works alongside local churches and communities in more than 50 countries, including Canada and the United States, to carry out disaster relief, sustainable community development and justice and peace-building work in the name of Christ.

Capabilities:

- MCC aid includes canned meat; food assistance; comforters and blankets; kits of relief, school and health supplies; and other items.
- Meet basic needs around the globe, supporting local communities and churches by sending food or material goods and funding other projects in regions recovering from war and disasters.

Religious Affiliation:

- MCC workers witness to their Christian faith in both word and deed, striving to live by the lessons of Matthew 25, (I was hungry and you gave me food, I was thirsty and you gave me something to drink, I was a stranger and you welcomed me). Workers are active in local churches,

participating in Sunday school, adult Bible studies and other aspects of the faith community. In non-Christian contexts, MCC workers are respectful but unabashedly Christian, witnessing through the work they do. Many workers have found that their strong Christian identity and commitment to live out their faith can be a point of connection and deeper conversation with people of other faiths who also are devoted to living out their beliefs.

- Mennonites trace the origin of their church to the Anabaptist movement in 16th century Europe. They take their name from one of the early leaders, Menno Simons. At the heart of their faith is a belief in the authority of the Bible, following the teachings of Jesus, adult baptism and a commitment to peace and reconciliation. Although many Mennonites in Canada and the U.S. are descendants of European immigrants, a growing number are people of color. More than half the world's Mennonites live in the southern hemisphere. Read more about Mennonite faith and identity through web resources from Mennonite Church USA or Mennonite Historical Society of Canada.
- MCC works with people and communities in need regardless of whether they are Christian or of another faith or no faith. MCC partners with many global Anabaptist groups, but also works in partnership with communities and organizations of various faiths, including Buddhist, Hindu, Jewish and Muslim communities and organizations. Training: No information.

Liaison with military:

- MCC works with the governments of the countries where it serves to obtain registration or whatever documentation is needed to operate there. In doing so, MCC takes care not to make agreements that would hinder following its principles of serving those in need regardless of their race, religion or nationality. MCC also witnesses to governments in Canada and the U.S., calling them to remember the needs of the poor. This witness is rooted in Christian faith rather than a political ideology.

- The United States currently maintains a unique position in the world. Given its resources, the U.S. has the potential to play an important role in promoting peace and reducing poverty. MCC believes that true security is built through friendship, mutuality, diplomacy, economic development and equitable sharing of global resources – not through military might. MCC advocates for reducing military expenditures and shifting resources to life-giving programs. MCC supports arms control treaties and banning land mines and cluster weapons which have indiscriminate impact on children and civilians.

(17) Mercy Corps International

Mission/Primary Focus:

- Alleviate suffering, poverty and oppression by helping people build secure, productive and just communities.

Capabilities:

- Disaster Risk Reduction, Emergency Response, Food Security, Water and Sanitation.

Religious Affiliation:

- Mercy Corps is a nonsectarian organization.

Training:

- External:
 - Provides various training for the organizations various programs. Disaster Risk Reduction, Emergency Response, Food Security and Water and Sanitation for example.

Liaison with military: No information on liaising with military provided on website.

(18) Medical Teams International

Mission/Primary Focus:

- Medical Teams International's work is focused on several key areas where our staff and volunteers bring tremendous expertise. Our ultimate goal is to serve the people stricken by disaster, conflict and poverty all over the world with the most effective programs possible.

Capabilities:

- One of the pillars of our reputation is our competence in disaster response. In situations of natural disaster, we are known as being one of the first agencies on the scene, delivering medicine and care in concert with local health authorities.
- Community health
- Disaster response
- Emergency medical care
- Medical services training
- Medical supplies program

Religious Affiliation:

- A Christian global health organization. Non-denominational faith based organization.

Training:

- External:
 - Provide various informational brochures and packets on the website under "learning zone" tab.
 - The Emergency Medical Care educational program has three goals:
 - 1) Provide EMC curriculum contextualized in the language(s) of the country.

- 2) Employ a train-the-trainer method of adult education to increase local capacity and stimulate sustainability of the training program.
- 3) Standardize and integrate the EMC curriculum into the national health education system.
 - Training now includes disaster management mass casualty planning and response.
 - The EMC program relies on a core group of technical volunteers with a broad breadth experience including front line first responders, trauma experts, EMC administrators, and national and international policy makers.

Liaison with military:

- EMS staff and volunteers recognize that partners may include fire, law enforcement, local health care facilities and providers, military, governmental, public and private organizations, and other related entities.

(19) Norwegian People's Aid

Mission/Primary Focus:

- Just distribution of power and resources.
- Protection of life and health.
- Long-term development cooperation (international)
- Mine- and explosives clearance (international)
- First aid and rescue services (in Norway)
- Refuge, asylum and integration work (in Norway)

Capabilities:

- NPA will primarily respond to an emergency in countries where we have relevant partners. However, the NPA can also fundraise on behalf of a Solidar partner.
- In most cases, local response is more rapid, flexible, and able to ascertain what the urgent needs of affected populations are.
- NPA will primarily support local response, with an objective to build local civil society's capacity for emergency response.
- Organization works in some of EUCOM AOR countries. Mostly mine clearing and ongoing development. No further information on disaster preparedness and relief.

Religious Affiliation:

- No religious affiliation

Training: No information on training provided on website.

Liaison with military: No information on liaising with military providing on website.

(20) Norwegian Refugee Council

Mission/Primary Focus:

- The Norwegian Refugee Council (NRC) is an independent, humanitarian, non-profit, non-governmental organization which provides assistance, protection and durable solutions to refugees and internally displaced persons worldwide.
- NRC works to protect the rights of displaced and vulnerable persons during crisis. Through our programs we provide assistance to meet immediate humanitarian needs, prevent further displacement and contribute to durable solutions. Through our advocacy we strive for rights

to be upheld and for lasting solutions to be achieved. Through our stand-by rosters we provide expertise as a strategic partner to the UN, as well as to national and international actors.

Capabilities:

- NRC's primary focus is the emergency stage where needs are often most acute. However, we recognize that emergency relief alone cannot deliver solutions, and that it can also create aid dependency. NRC therefore pursues a holistic rights based approach, encompassing emergency relief and early recovery, seeking to build on displaced persons' own resilience to promote sustainability and recovery.
- NRC specializes in a dynamic, adaptive and mutually reinforcing set of core competences, including Shelter, Food Security, Education, Water, Sanitation and Hygiene (WASH) and Information Counseling and Legal Assistance (ICLA) with a particular focus on Refugees and IDPs. We may also include host communities in our activities given the important role that they often have in supporting displaced people and contributing to durable solutions.

Religious Affiliation: No information on religious affiliation provided on website.

Training:

- Camp Management training and coaching materials have been developed for a wide range of stakeholders – including camp communities, governments and NGOs, international organizations, and UN agencies.
- Training is given both as a general introduction to key issues in camp management, and in response to conflicts and/or natural disasters.
- With a wide range of stakeholders and service providers involved in the life of a camp, camp management focuses on developing effective

coordination mechanisms that support the provision of assistance and protection.

Liaison with military: No information on liaising with military provided on website.

(21) Relief International

Mission/Primary Focus:

- Relief International is a humanitarian non-profit agency that provides emergency relief, rehabilitation, development assistance, and program services to vulnerable communities worldwide. Relief International is solely dedicated to reducing human suffering and is non-political and non-sectarian in its mission.
- Serve the needs of the most vulnerable - particularly women and children, victims of natural disasters & civil conflicts, and the poor - with a specific focus on neglected groups and cases.

Capabilities:

- Relief International meets the immediate needs of victims of natural disasters and civil conflicts worldwide with the provision of food rations, clean water, non-food items, transitional shelter and emergency medical services.

Religious Affiliation:

- Promotes non-sectarian policy

Training:

- External:
 - Works with Kaiser Permanente to put on a 2-day course for Physicians, Nurses, Paramedics, and Emergency Responders.

Liaison with military:

- Promotes non-political policy

(22) The Salvation Army International

Mission/Primary Focus:

- Its mission is to preach the gospel of Jesus Christ and to meet human needs in his name without discrimination.
- The Salvation Army is an integral part of the Christian Church, although distinctive in government and practice. The Army's doctrine follows the mainstream of Christian belief and its articles of faith emphasize God's saving purposes. Its objects are 'the advancement of the Christian religion... of education, the relief of poverty, and other charitable objects beneficial to society or the community of mankind as a whole.

Capabilities:

- Food service
- Shelter
- Clothing
- Medical services
- Emotional and spiritual care
- Emergency communications

Religious Affiliation:

- The Salvation Army is an evangelical part of the universal Christian Church with its own distinctive governance and practice. Its doctrine follows the mainstream of Christian belief and its articles of faith emphasize God's saving purposes.

Training:

- Trained volunteers are effective volunteers. During a disaster, The Salvation Army relies upon trained disaster workers to coordinate emergency relief operations and deliver fast, efficient service to disaster survivors. The Salvation Army's national disaster training program includes courses developed by The Salvation Army and training certified by other partner organizations whose technical expertise is nationally recognized in a given field.
- Disaster training courses are rated according to difficulty; the higher the difficulty level, the more complex the knowledge presented.
 - Basic training accessible to most disaster workers; includes general information and skill development.
 - Intermediate training for experienced disaster workers; information is technical but applicable to a broad number of disciplines.
 - Advanced training in specialized functions for experienced disaster workers; information is technical, specific to certain job or responsibility, and assumes the participant understands disaster terminology and principles.
- Examples of disaster training: Community and Government, Disaster Food Services: Handling and Delivery, Disaster Social Service, and Emergency Assistance in Disaster Operations.

Liaison with military: No information on liaising with military provided on website.

(23) United Methodist Committee on Relief (UMCOR)

Mission/Primary Focus:

- The United Methodist Committee on Relief (UMCOR) is a not-for-profit organization dedicated to alleviating human suffering around the globe. UMCOR's work reaches people in more than 80 countries, including the United States. We provide humanitarian relief when war, conflict, or natural disaster disrupt life to such an extent that communities are unable to recover on their own.

Capabilities:

- Prepare for disasters. UMCOR works cooperatively with annual conferences in the event of an emergency and to prepare for emergencies. We work through the disaster response coordinator to provide training in all aspects of disaster response.
- Respond to disasters. UMCOR always responds to emergencies at the invitation of and through the affected Annual Conference. In addition to providing training, UMCOR offers technical assistance and support through a highly trained network of staff, consultants, and experienced volunteers to help annual conferences respond to all phases of a disaster.
- Health kits, sewing kits, school kits, bedding kits, birthing kits, and cleaning buckets are collected by generous donors across the United States. These items are then sent to one of two supply depots, where volunteers assemble, verify, and pack the kits so that they can be sent to where they are needed most.

Religious Affiliation:

- UMCOR is a ministry of The United Methodist Church, and our goal is to assist the most vulnerable persons affected by crisis or chronic need without regard to their race, religion, gender, or sexual orientation. We believe all people have God-given worth and dignity.

- UMCOR spends 100 percent of designated donations on the projects our donors specify. When UMCOR donors give their time, money, and supplies, they join UMCOR as the hands and feet of Christ.

Training:

- In the aftermath of a disaster, UMCOR cooperates with local bishops, district superintendents, and church leaders to help them develop their own response mechanisms. UMCOR trains disaster response coordinators for each district or region to:
 - Categorize disasters
 - Recognize common phases or stages of disasters
 - Balance needs vs. capacity to respond
 - Create a disaster-response plan
 - Use material resources and volunteers efficiently
 - Network with local and national partners
 - Adhere to Sphere Minimum Standards in Humanitarian Response & ICRC Humanitarian Code of Conduct
- The coordinators use this information and training to network with other local groups and governments to respond to emergencies in their areas. This increases the capacity of local disaster response units.
- UMCOR's Disaster Risk Reduction program helps communities to identify vulnerabilities and attend to these before another disaster strikes.

Liaison with military: No information on liaison with military provided on website.

(24) World Relief

Mission/Primary Focus:

- Empowering the local Church to serve the most vulnerable.
- In community with the local Church, World Relief envisions the most vulnerable people transformed economically, socially, and spiritually.

Capabilities:

- We practice principles of transformational development to empower local churches in the United States and around the world so they can serve the vulnerable in their communities. With initiatives in education, health, child development, agriculture, food security, anti-trafficking, immigrant services, micro-enterprise, disaster response and refugee resettlement, we work holistically with the local church to stand for the sick, the widow, the orphan, the alien, the displaced, the devastated, the marginalized, and the disenfranchised.

Religious Affiliation:

- We believe God has equipped the church - the most diverse social network on the planet - to be at the center of these stories, leveraging time, energy and resources to join the vulnerable in their time of need.
- We practice principles of transformational development to empower local churches in the United States and around the world so they can serve the vulnerable in their communities.

(25) World Vision International

Mission/Primary Focus:

- World Vision is an international partnership of Christians whose mission is to follow our Lord and Savior Jesus Christ in working with the poor and

oppressed to promote human transformation, seek justice and bear witness to the good news of the Kingdom of God.

- Focus on Children and Youth.

Capabilities:

- World Vision identifies places at risk of disaster, prepares resources and staff in high risk zones, and builds capacity and resilience among communities to help them protect themselves before an emergency and rebuild afterwards.

Religious Affiliation:

- World Vision is a Christian relief, development and advocacy organization dedicated to working with children, families and communities to overcome poverty and injustice.
- Inspired by our Christian values, we are dedicated to working with the world's most vulnerable people.
- We serve all people regardless of religion, race, ethnicity or gender.

Training: No information on training provided on website

Liaison with military: No information on liaising with military provided on website.

IV. ANALYSIS

A. NGO CAPABILITIES AT A GLANCE

Examination of the 25 NGOs demonstrates that there is a wide variety of mission sets available. Many of the organizations conduct ongoing operations in community economic development, food and water security, healthcare, refugee assistance, climate change, and shelter/infrastructure projects. The mission sets for this project are relative to the ability of the organization to provide support during a disaster relief effort. Selected mission sets are 1) Disaster Relief/Preparedness, 2) Food Security/Nutrition, 3) Water and Sanitation, 4) Medical care and/or supplies, 5) Focus on women and children, 6) Economic development/livelihood. Also included is whether or not the organization has a religious affiliation. The breakdown of the 25 NGOs according to the mission sets is found in Table 1.

Each mission set links to one or more of the factors examined in the NGO listing of this paper. Mission/primary focus, capabilities, religious affiliation, training, and liaison with military provides an overview of the 25 NGOs with the mission sets providing a breakdown of what specific capabilities each organization manages. Figure 2 depicts how the factors relate to the mission sets. The capability and training factors prove to be the most vital when linked to the selected mission sets. When decision makers study NGOs they should focus on these key areas as they will provide the necessary information to understand what an NGO is capable of administering and how the organization prepares and maintains capabilities through training.

Mission/primary focus can also provide valuable information for decision makers but it may not tell the whole story of what the organization can do. For example, the Mennonite Central Committee's purpose is defined as "a worldwide ministry of Anabaptist churches, shares God's love and compassion for all in the name of Christ by responding to basic human needs and working for peace and justice" (Mennonite, 2012). This focus doesn't tell the decision maker what the NGO does. Further research concludes

that the Mennonite Central Committee provides aid during disaster relief and also provides ongoing assistance with food security/nutrition as well and water/sanitation.

Religious affiliation isn't a mission set but we wanted to show that it can be an important factor when facilitating relief efforts. Table 1 displays 11 of 25 organizations are religiously affiliated. An understanding of their beliefs is critical in developing relationships with these organizations. Open discussions between EUCOM and religiously affiliated NGOs about each organizations mission during disaster relief may provide an opportunity to break down barriers between each agency.

We have linked liaison with the military to disaster relief/preparedness and medical care/supplies. We feel that these areas are where EUCOM already has knowledge and ability to provide during a disaster relief effort. Further understanding of the mission sets in areas of food security/nutrition, water/sanitation, focus on women/children, and religious affiliation is necessary if EUCOM commanders want to provide the best overall support HA/DR operations. We are not implying that EUCOM needs to take on these missions, but in order to facilitate and manage stability operations effectively, decision makers should have an understanding of what organizations provide these capabilities and how best to utilize them.

Mission Set	Number of NGOs (Out of 25)
Disaster Relief/Preparedness	24
Food Security/Nutrition	16
Water and Sanitation	9
Medical Care and/or Supplies	15
Focus on Women and Children	11
Religious Affiliation	11

Table 1. Number of NGOs by Mission Set

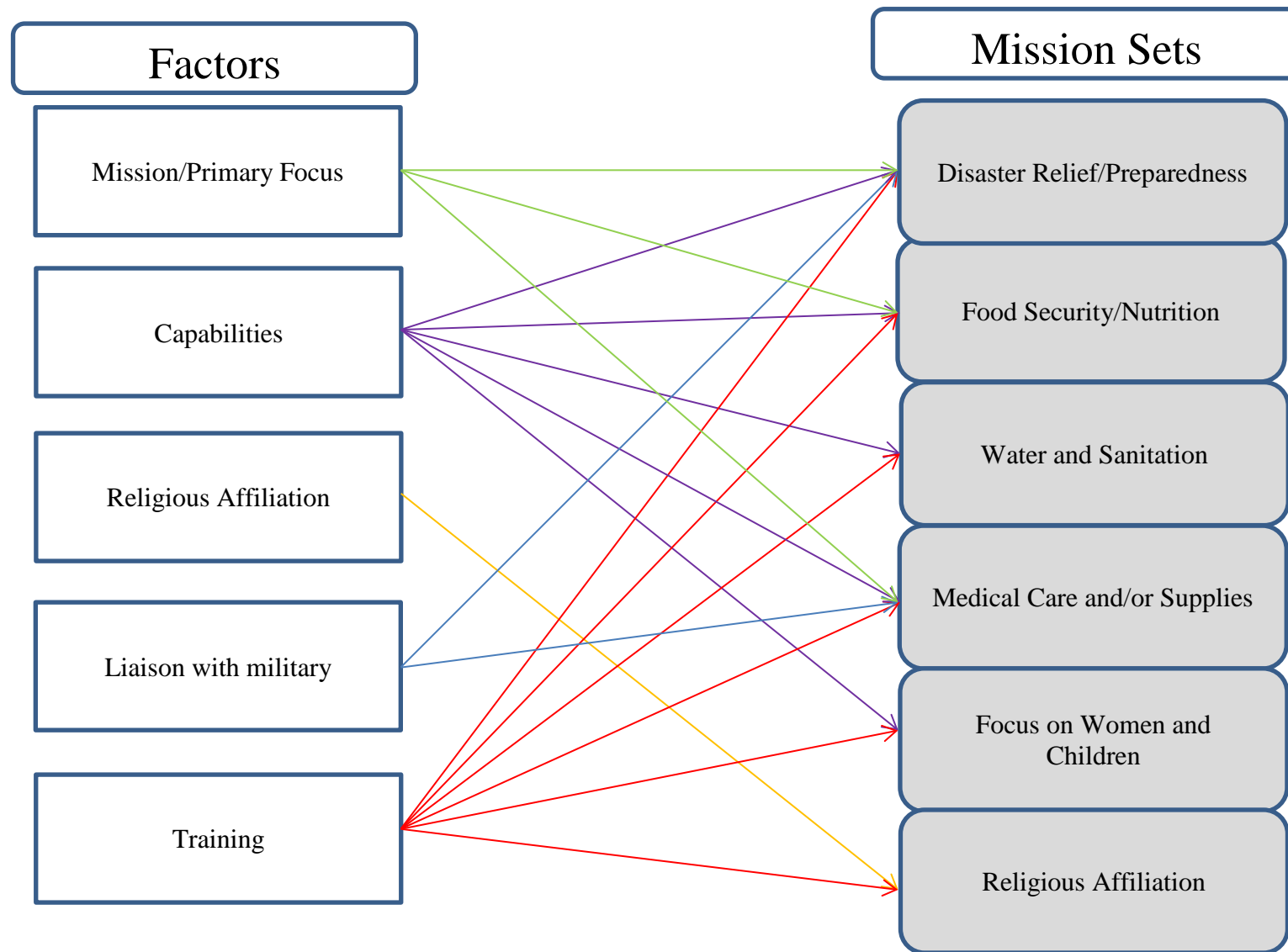


Figure 2. Factors and Mission Set Interrelation

B. NGO CLUSTERS

This section clusters the NGOs by mission set with the corresponding number associated to the NGO listing in the Data Collection and Observation section of this document.

Disaster Relief and Preparedness (24 NGOs)	Food Security/Nutrition (16 NGOs)
(1) Action Against Hunger (2) Adventist Development Relief Agency (3) CARE International (4) Catholic Relief Services (5) Child Fund International (6) Church World Service (7) Counterpart International (8) Direct Relief International (9) Heart to Heart International (10) International Federation of Red Cross and Red Crescent (11) International Orthodox Christian Charities (12) International Rescue Committee (13) International Relief Teams (14) Islamic Relief USA (15) Medicines Sans Frontiers (16) Mennonite Central Committee (17) Mercy Corps (18) Medical Teams International (20) Norwegian Refugee Council (21) Relief International (22) The Salvation Army International (23) United Methodist Committee on Relief	(1) Action Against Hunger (2) Adventist Development Relief Agency (4) Catholic Relief Services (5) Child Fund International (6) Church World Service (7) Counterpart International (11) International Orthodox Christian Charities (14) Islamic Relief USA (16) Mennonite Central Committee (17) Mercy Corps (20) Norwegian Refugee Council (21) Relief International (22) The Salvation Army International (23) United Methodist Committee on Relief (24) World Relief (25) World Vision International
Water/Sanitation (9 NGOs)	Medical Care and/or Supplies (15 NGOs)
(1) Action Against Hunger (3) CARE International (5) Child Fund International (12) International Rescue Committee (14) Islamic Relief USA (16) Mennonite Central Committee (17) Mercy Corps (22) The Salvation Army International (23) United Methodist Committee on Relief	(2) Adventist Development and Relief Agency (4) Catholic Relief Services (5) Child Fund International (7) Counterpart International (8) Direct Relief International (9) Heart to Heart International (10) International Federation of the Red Cross and Red Crescent (11) International Orthodox Christian Charities (12) International Rescue Committee (13) International Relief Teams (14) Islamic Relief USA (15) Medicines Sans Frontiers (17) Mercy Corps (18) Medical Teams International (22) The Salvation Army International

Focus on Women and/or Children (11 NGOs)	Religious Affiliation (11 NGOs)
(1) Action Against Hunger (3) CARE International (5) Child Fund International (6) Church World Service (7) Counterpart International (8) Direct Relief International (12) International Rescue Committee (14) Islamic Relief USA (17) Mercy Corps (24) World Relief (25) World Vision	(2) Adventist Development and Relief Agency (4) Catholic Relief Services (6) Church World Service (11) International Orthodox Christian Charities (14) Islamic Relief USA (16) Mennonite Central Committee (18) Medical Teams International (22) The Salvation Army International (23) United Methodist Committee on Relief (24) World Relief

Economic Development/Livelihood (8 NGOs)
(2) Adventist Development and Relief Agency (3) CARE International (6) Church World Service (7) Counterpart International (11) International Orthodox Christian Charities (12) International Rescue Committee (14) Islamic Relief USA (21) Relief International (24) World Relief

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V. CONCLUSIONS AND RECOMMENDATIONS

A. SUMMARY

During a disaster, resources such as food, water, medical supplies, and manpower are limited even though many NGOs converge on an affected area. When a disaster occurs it is necessary for coordinators to understand what the capabilities are of the responding agencies. If EUCOM maintains the strategy of facilitating relief efforts to allow NGOs and other U.S. organizations do their job better, then obtaining knowledge about the NGOs and widening the capabilities network is a priority. Reaching out prior to a relief effort is important so EUCOM can set up a database of the more than 200 agencies that partner with the ECHO. DoD mandates that U.S. military forces will be prepared to conduct stability operations with the same proficiency as combat operations. Preparing for combat situations requires accumulating intelligence about the various players and how they operate. The same procedures are necessary in maintaining a strong alliance with the various NGOs that EUCOM works side by side during disaster relief and humanitarian assistance efforts.

The purpose of this research is to provide a reference of NGOs for decision maker use. The results culminate into clusters of the missions that are prevalent throughout the 25 NGOs websites and found in the majority of the agencies disaster relief sections. Factors examined include mission/primary focus, capabilities, religious affiliation, training, liaison with military. These factors intertwine with the selected mission sets in order to develop a top down view of the NGOs. The selected mission sets are: disaster relief/preparedness, food security/nutrition, water and sanitation, medical care and/or supplies, focus on women and children, economic development/livelihood. For informational purposes another cluster, religious affiliation, is presented. This reference is merely a starting point for further research and analysis on the plethora of NGOs operating in EUCOM's AOR. Our intent is to provide one technique in acquiring and presenting information.

B. RECOMMENDATIONS FOR FUTURE WORK

There are over 200 agencies that the ECHO partners with during humanitarian aid and disaster-relief efforts in Europe. Further research of the NGOs is necessary to continue developing a capabilities network that provides the necessary information for facilitating assistance after a disaster. Tailoring the network to provide a quick reference can also prove useful. An example would be distinguishing what type of need for a certain disaster. If an earthquake occurs agencies with search and rescue capability are necessary as well as food, water and shelter. Long term disasters, such as unsafe water and food security issues, require an organization with the capability to train the local population and acquire the proper resources to provide assistance. Conducting the research before disaster strikes is the time to make the connections and develop a working relationship with the NGOs. During the onset of a disaster, when organizations are trying to provide help and bureaucracy is impeding the effort, is the wrong time to try and build the network.

This type of research is transferrable to the other combatant commanders in the DoD. Regions such as PACOM can benefit from building a network with the NGOs operating in the AOR. The U.S. has recently shown that it is a valuable resource during relief efforts after an earthquake and tsunami hit Japan in 2011. Also, in 2010 the U.S. provided efforts alongside NGOs after a devastating earthquake in Haiti. Taking the next step in bridging the gap between military and civilian disaster-relief efforts may benefit future combined assistance efforts even though NGOs are hesitant about liaising with military organizations due to political motivations. It is becoming evident as the number and magnitude of disasters increases, the U.S. military will benefit from an increase in awareness of the capabilities provided by NGOs in all AOR's.

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